

Rules of Incorporation
for
Alternatives to Violence Project (NSW) Inc.

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Thus is the annexure of 14 pages marked "A" referred to in the Application for Incorporation signed by me and dated November, 1995.

Signature:

Certificate of Compliance:

The rules of Alternatives to Violence Project (NSW) Inc. contained herein are in accordance with section 11, and contain those matters specified in Schedule 1, of the Association Incorporation Act 1984.

Signature:

(as reformatted in September 1998)

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Rules of Incorporation for AVP(NSW)

1. **NAME:**

The name of the incorporated association shall be the ALTERNATIVES TO VIOLENCE PROJECT (NSW) Incorporated. This will be abbreviated to AVP(NSW).

2. **OBJECTS:**

The objects of AVP(NSW) are:-

- (a) To reduce violence in our society by promoting learning of non-violent empowerment and creative management of conflict through experiential workshops.
- (b) To educate and support prison inmates and individuals in the community to facilitate AVP workshops.
- (c) To adhere to the principles and standards set by AVP-USA and by the international AVP trainers' network.

3. **INTRODUCTION:**

- (a) The Alternatives to Violence Project is an organisation of volunteers offering experiential workshops that empower individuals to liberate themselves and others from the burden of violence.

Our fundamental belief is that there is a power for peace and good in everyone and that this power has the ability to transform people and situations.

AVP builds on a spiritual basis of respect and caring for self and others, working both in prisons and in the community.

Part II

4. **MEMBERSHIP:**

- (a) There are two levels of membership:-

- . Council members:-
 - . have the responsibility for decision making, policy making, workshop management and presentation, and
- . Associate members (or Friends of AVP(NSW)):-
 - . have the right to information and opportunities to advise and consult Council,

- (b) A **full member** of Council is an individual who has qualified to be an AVP facilitator. The individual:-
 - (i has completed the Basic, Advanced, and Training for Facilitators (T4F) AVP workshops, and
 - (ii has accepted an invitation from Council to become a full member of Council, and
 - (iii is contributing to Council meetings. (see 5(f) and 5(g))
- (c) A **facilitator** is a full council member who is available to be part of the team presenting an AVP workshop.
- (d) A **co-opted member** of Council is an individual who:-
 - (i brings necessary and relevant skills and experience to the Council,
 - (ii has accepted an invitation from the Council for appointment to the Council, and
 - (iii is contributing to Council business. (see 5(f), 5(g))

Co-opted members and full members are equal members of Council, apart from the right to facilitate workshops.

- (e) An **inactive council member** is an individual who has been a full council member, but is no longer contributing to Council meetings.

An inactive council member is not a member of Council. They become a full council member on attending a Council meeting.

- (f) An **associate member** (or friend of AVP(NSW)) is an individual who:-
 - (i has completed or attended an AVP Basic workshop, or

- (ii) is a voluntary helper at an AVP workshop or activity, or
 - (iii) wishes to support AVP Council in its activities, or
 - (iv) has an interest in furthering the objects and activities of AVP.
- Under this sub-category, an organisation can be an associate member through a nominated officer of the organisation.

5. **COUNCIL MEMBERSHIP:**

- (a) The Council may invite to full council membership a person who has completed the three levels of workshop and, in the view of the Council, has the potential to facilitate AVP workshops.
- (b) The Council may invite to co-opted council membership a person who, in the view of the Council, can contribute needed skills and experience.
- (c) A new member accepts membership of the Council by completing an application form accepting full or co-opted membership and agreeing to be bound by the rules, policies and guidelines of AVP. (see Appendix 1)
- (d) Membership will take effect at the Council meeting at which the application is approved by Council.
- (e) All council membership decisions will be recorded in Council Minutes.
- (f) To maintain council membership, a council member must attend or contribute to the meetings and operation of the Council. Any council member who does not contribute to Council meetings over a period of more than twelve months will become an inactive council member, unless Council decides otherwise.
- (g) The purpose of the Council meeting participation requirement is:-
 - . to promote involvement in the group processes of shared leadership,
 - . to maintain a healthy community of volunteer facilitators,
 - . to maintain workshop quality through awareness of current AVP issues, policies, practice, and other conflict resolution material.
- (h) An inactive council member may reactivate their council membership by resuming attendance at Council meetings, provided their invitation to council membership has not been rescinded or suspended.
- (i) Any council member who cannot attend Council meetings because of distance, illness, or other commitments may contribute to Council meetings by sending their suggestions and comments, preferably in writing.

6. **ASSOCIATE MEMBERSHIP:**

- (a) Any person may become an associate member of AVP(NSW) by making application to the Council. (see Appendix 2)
- (b) Associate membership will take effect at the Council meeting at which the membership application is approved by Council, or at the start of the AVP activity qualifying an associate membership.
- (c) Council may reject an application for associate membership.
- (d) The Council may invite an associate member to attend a Council meeting. At that meeting, the associate member may express their views and feelings to Council but may not take part in the decision making process unless expressly invited to do so by Council.
- (e) Council may remove an associate member from membership. The removed associate member may appeal to Council or appear before Council to present their case.

7. **CESSATION OF MEMBERSHIP:**

- (a) A member may resign from AVP(NSW):-
 - . by stating their need or desire to resign verbally at a Council meeting, or
 - . by written request to the Council.

The request will be granted at the next Council meeting.
- (b) Membership ceases if the individual dies, resigns, or is removed.
- (c) Any right, privilege or obligation which an individual has by reason of being a member, is not capable of being transferred or transmitted to another person, and terminates upon cessation of the individual's membership.

8. **REGISTER OF MEMBERS:**

- (a) A register of council members will be established and maintained.
It will specify the name and address of each council member, the date they became a council member, and, if they are no

longer an active council member, their current status (inactive, resigned, or removed) and the date this status became effective.

- (b) The register of council members will be kept at the principle place of administration of AVP(NSW). It will be open for inspection, free of charge, by any member of the Council at any reasonable hour.
- (c) The members of AVP(NSW) will have no liability to contribute towards the payment of debts and liabilities if AVP(NSW) or the costs, charges, and expenses of the winding up of AVP(NSW).

Part III

9. **THE COUNCIL:**

- (a) The Council is the governing body and administrative body of AVP(NSW). Only council members may participate in the decision making process of AVP(NSW).
 - ie. The Council is both the general membership of AVP(NSW) and the management committee of AVP(NSW).
- (b) The Council is responsible for all AVP workshops presented in New South Wales and the Australian Capital Territory. This responsibility may be delegated or passed on to autonomous local AVP groups.
- (c) The members of the Council are persons with the experience to understand the AVP approach and the desire to pass it on to others.
Its members may be workshop facilitators, persons qualified to be facilitators, and people bringing relevant skills and experience to the Council.
- (d) AVP(NSW) will follow the shared leadership model.
Members of Council are individually and collectively responsible for ensuring that all duties, functions, and tasks of the Council are appropriately carried out. (see Appendix 3)
- (e) These rules, and the policies and guidelines arising, are to be applied in the spirit of their intent.
 "Dearly beloved Friends, these things we do not lay upon you as a rule or form to walk by, but that all, with the measure of light which is pure and holy, may be guided; and so in the light walking and abiding, these may be fulfilled in the Spirit, not from the letter, for the letter killeth, but the Spirit giveth life."
 (Advice from the Elders of Balby,
 Society of Friends, Balby, England, 1656)
- (f) Through these activities, AVP(NSW) aims to model its creative conflict resolution philosophy , and in so doing, is creating a more caring and peaceful world.

10. **POWERS OF COUNCIL:**

- (a) The Council :-
 - . shall control and manage the affairs of AVP(NSW);
 - . may exercise all such functions as may be exercised by AVP(NSW); and
 - . has the power to perform all such acts and to do all such things as appear to the Council to be necessary or desirable for the proper management of the affairs of AVP(NSW).

11. **FUNCTIONS OF COUNCIL:**

The Council has the following functions:-

- (a) To authorise the times and venues of all community and prison workshops and to approve the teams of facilitators presenting those workshops.
- (b) To establish, maintain, and uphold an AVP(NSW) Policy Statement that is compatible with overseas AVP Policy Statements and practice and in keeping with local culture and community needs.
- (c) To develop, approve, implement policies and guidelines for:-
 - . the maintenance and enhancement of the reputation and integrity of AVP,
 - . the conduct and presentation of AVP workshops and other supporting activities,
 - . the revision and preparation of training materials,
 - . the addressing of issues arising from workshops and activities,
 - . the initial and on-going training of AVP facilitators,
 - . the promotion of AVP workshops and AVP principles,
 - . other relevant issues.
- (d) To monitor, maintain, and improve the quality and integrity of AVP workshops and supporting activities.

- (e) To provide special attention to the special needs of prison workshops and the relationship with the Department of Corrective Services, the Juvenile Justice System, and other custodial institutions.
- (f) To develop and nurture local AVP groups in other locations in New South Wales and the Australian Capital Territory.
- (g) To maintain contact and exchange experience and personnel with local, interstate and international AVP groups.
- (h) The duties of council members are:-
 - . to help in the presentation of AVP workshops and supporting activities,
 - . to assist in the decision making processes of Council,
 - . to preserve and enhance the name and good reputation of AVP and its activities,
 - . to uphold the principles of Transforming Power, and
 - . to carry out the functions and tasks they have been entrusted with.
- (i) The Council will nominate a Public Officer from amongst its members.
- (j) It is the duty of the Public Officer to:-
 - . maintain the register of members,
 - . keep custody of the Common Seal,
 - . keep public liability insurance current,
 - . fulfil any other formal and legal obligations specified under the Association Incorporation Act, 1984.
- (k) The Council will nominate a Treasurer.
- (l) It is the duty of the Treasurer to ensure that:-
 - . all money due to AVP(NSW) is collected and received; and
 - . all payments authorised by the Council are paid; and
 - . correct books and accounts are kept showing the financial affairs of AVP(NSW) including full details of receipts and expenditure connected with the activities of AVP(NSW).
- (m) The Council will nominate a Prison Coordinator (or Coordinators) from amongst its members.
- (n) It is the duty of a Prison Coordinator to:-
 - . Provide guidance and oversight of the facilitators working in prisons and other custodial institutions,
 - . Ensure that facilitators abide by all custodial institution rules regulations,
 - . Ensure that resources are readily available to deal with any problems, and
 - . Provide adequate liaison with custodial institution and corrective services staff and management.
- (o) Council may identify other roles and tasks as required, and appoint members, or sub-committees of members, to perform them.

12. **COUNCIL MEETINGS:**

- (a) The Council will meet once a month (except over the Christmas break) or more frequently to plan and organise its affairs.
- (b) Oral or written notice of a meeting of Council will be given to each member of Council at least a specified period before the time appointed for the holding of the meeting.
This period is 48 hours unless the Council decides otherwise.
- (c) A list of scheduled dates for regular Council meetings, issued by the Minutes Secretary, will serve as notice.
- (d) Notice of an extraordinary Council meeting may be issued by any four members of Council.
- (e) Notice of a Council meeting will include a proposed agenda of matters for consideration. Matters recorded as pending in the minutes of the previous Council meeting are automatically included in the proposed agenda of the following Council meeting.
- (f) Where a matter, not on the circulated agenda, is seen to be contentious, that matter may be dealt with if it is urgent. However it will be referred to the following Council meeting for reconsideration.
- (g) Any five members of the Council constitute a quorum for the transaction of the business of a Council meeting.
- (h) Each meeting will appoint as necessary a meeting facilitator, minute secretary, and other roles for the efficient and effective running of the meeting.

13. **VOTING AND DECISIONS:**

- (a) AVP(NSW) will follow the shared leadership model. (see 9(d) and Appendix 3)
- (b) All decisions of Council will be made on the basis of group consensus.
 - . Each member has an equal right to reasonable time to share information and express support, concerns and reservations on a matter.
 - . When a decision is made, the position of each attending member on a matter is canvassed using the "High Five" scale. (see 5(c))
 - . When all members present can take a position of 3 or above on the matter, the decision is recorded in the minutes as "agreed".
 - . When a "Three Plus" position cannot be achieved, the matter will be recorded in the minutes as "not agreed", and may be included for further discussion in the agenda of a future meeting.
 - . A matter that is rejected should be rephrased to express what has been agreed about that matter.
- (c) The "High Five" scale of positions is:-
 - 5. I support the proposal enthusiastically, wholeheartedly, and without reservation.
 - 4. I have reservations and concerns about the proposal, but I can support the proposal.
 - 3. I cannot support the proposal, but I will stand aside and allow the decision to proceed.
 - 2. I strongly disagree with the proposal, and I wish to block the decision.
 - 1. I believe that we are not ready to make a decision on this matter at this time. Further discussion or information is needed.
- (d) Any individual or group unable to support a decision Council wishes to make, may elect to stand aside and allow that matter to proceed if that individual or group consider(s) that to be the best way forward. This standing aside so as not to block the decision will be recognised and recorded in Council's minutes.
- (e) A council member will not take part in making a decision on a matter or issue in which they are the subject or have a financial interest.
- (f) All decisions of Council will be made in the spirit of unanimity, with openness and understanding.
- (g) Decisions will be made with due regard being taken of the reasonable interests and likely views of absent council members.
- (h) While council members unable to attend a meeting are invited to make written submissions on matters to be considered, such written submissions will be considered carefully by the meeting, but will not necessarily limit or block the decision making process.

14. **DISPUTES AND COMPLAINTS:**

- (a) AVP(NSW) must promptly use its methods and principles to resolve its own conflicts !
- (b) Disputes and complaints will be dealt with sensitively using the procedures described in the AVP manuals. (Appendix 4 lists some of these). The Council may also use any methods or skills it feels are appropriate and available to it at the time.
- (c) Mediation will be used if the methods described in (a) fail, unless one of the parties will not agree to mediation. All parties involved in the dispute may make a list of issues which they wish to resolve or that they believe need to be resolved. A mediator will be chosen acceptable to all parties.
- (d) Where the above do not lead to a dispute being resolved, it will be necessary for the Council to decide whether one or both parties must be asked to resign or whether they can "agree to differ".
- (e) Persons unwilling to participate in the resolution of a conflict will be relieved of their AVP responsibilities until they engage or re-engage in conflict resolution.
- (f) Council may remove or suspend a member from Council membership, or take any remedial or disciplinary action that the Council considers appropriate.

This could occur, for example, when a member is unable or unwilling to work within the group process, breaks prison regulations, or brings AVP(NSW) into disrepute.
- (g) A council member may appeal to Council against a decision to expel or discipline them or may appear before Council to present their case.
- (h) An inactive or suspended council member will forfeit the right to present AVP workshops.

- (j) The membership of an inactive council member is not terminated, but all rights, privileges, and obligations are suspended, unless otherwise specified. (see 5(h),17(b),17(d))

15. DELEGATION TO COMMITTEES:

- (a) The Council may delegate a specific task, role, or function to a group or committee.
- (b) Council will agree to the composition of each group or committee.
A group or committee will consist of council members or co-opted associate members willing to take on the task.
- (c) A committee will receive a clear mandate from Council as to its functions and powers, which will be recorded in the Council minutes.
- (d) Each group or committee remains the servant of Council, and carries out its tasks or functions for (on behalf of) Council. Council remains fully responsible for the actions of each group or committee.
Any act or thing done or suffered by a group or committee acting in the exercise of its delegation has the same force and effect as it would have if it had been done or suffered by Council.
- (e) Each committee will report on its activities and decisions made, identify issues and present recommendations at each Council meeting.
- (f) Care will be taken for each sub-committee to refer to Council any matter that could lead to a disagreement, so that it can hear the views of, and receive guidance from Council.
- (g) The Council may revoke a delegation, in whole or in part.

Part IV

16. ANNUAL GENERAL MEETING:

- (a) An annual general meeting of the association will be held each year within four months from the end of the financial year of AVP(NSW), which will be from January to December.
- (b) Because the Council of AVP(NSW) comprises all voting members of AVP(NSW), each Council meeting is a general meeting able to handle business. Thus the Annual General Meeting is focused on the opportunity to review the experience of the past year and to map out the possibilities for the next year.
- (c) The purpose of the Annual General Meeting will be an open meeting to:-
 - hear reports on the activities of AVP(NSW) in the previous year,
 - present the nominated positions of AVP(NSW), (see 11(i), 11(k), 11(m), 11(o))
 - provide an open forum for Council to receive suggestions and proposals for the role of AVP(NSW) in the future.
- (c) Invitations to the Annual General Meeting will be made to associate members and to groups and individuals supporting in AVP(NSW).

Such groups or individuals may make suggestions to the meeting as to the future activities and directions of AVP(NSW) and raise issues relevant to AVP(NSW).

Such suggestions may be discussed at the Annual General Meeting, but it will remain the responsibility of Council to consider at the next or following Council meetings whether it is willing and able to carry out any such proposal(s).

- (d) Notices for the Annual General Meeting will be posted to all council members and supporters at their registered address at least 14 days before the meeting is held. The notice will specify the place, date, and time of the meeting, and the agenda of matters to be discussed at the meeting.

17. CHANGES TO OBJECTS AND RULES:

- (a) Any proposal to change the objects or rules of AVP(NSW) must be placed before the Council in writing.
- (b) Once the Council meeting has agreed to the proposed change, the proposal will be circulated to all council members, and to all inactive council members, at least 14 days before the next Council meeting.
- (c) For the proposal to be accepted,
 - (i) at least two thirds of all active council members must have indicated their agreement in person or in writing, and
 - (ii) the Council meeting must reach consensus and accept the proposal.

- (d) An inactive council member is not a member of Council until they attend a Council meeting. (see 4(e) and 5(h))

Part V

FINANCIAL MATTERS:

18. **INSURANCE:**

- (a) The Council will effect and maintain insurance as required under section 44 of the Act. (ie. Public Liability insurance)
- (b) The Council may effect and maintain any other insurance that it considers prudent.

19. **FUNDS - SOURCE:**

- (a) All monies received by the AVP(NSW) shall be deposited as soon as possible and without any deductions to the credit of the Council's bank account.
- (b) The Council shall issue an appropriate receipt as soon as practicable after receiving any money.
- (c) The funds of AVP(NSW) may be derived from:-
- . membership fees,
 - . workshop fees,
 - . fees from mini-workshops and other promotional activities,
 - . donations and bequests,
 - . proceeds of fund-raising activities,
 - . grants and participation in other appropriate programs,
 - . such other sources as the Council may determine.

20. **FUNDS - MANAGEMENT:**

- (a) The funds of AVP(NSW) shall be used in pursuance of the objects of AVP(NSW) in such manner as the Council determines.
- (b) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments shall be signed by any two council members who are signatories authorised to do so by the Council.
- (c) Council may make a payment to a facilitator in recompense for additional/related costs or losses which would otherwise inhibit them from presenting a workshop.
- (d) Council members will be reimbursed for any expenses considered by Council to be necessary and incurred by them in preparing and presenting workshops, or in the administration and operation of AVP(NSW).
- (e) Council may appoint a paid administrator.
- (f) Council may release a member from their financial constraints to enable full-time, part-time or casual work in AVP(NSW).
- (g) Any payments made under 20(e) or 20(f) will be supportive of and will not compromise the voluntary nature of participation by the recipient or by other council members.
An agreement will be negotiated, accepted, and documented, specifying the nature and level of their contribution, and the details of financial support.
- (h) All AVP members are volunteers at prison workshops and may not receive financial reward for presenting prison workshops.
- (i) The income and property of AVP(NSW) will be not paid or transferred to members by way of dividend, bonus, or profit.
- (j) In the event that AVP(NSW) should be wound up or have its incorporation cancelled, any surplus assets after discharge of all outstanding liabilities will not be distributed to its members, but will be distributed to one or more non-profit organisations with similar objects.
- (k) Annual financial accounts will be prepared and audited as required by the Charitable Fundraising Act 1991.

Part VI

ADMINISTRATIVE MATTERS:

21. **COMMON SEAL:**

- (a) The common seal of AVP(NSW) will be kept in the custody of the public officer.
- (b) The common seal shall not be affixed to any document or instrument, or used for whatever purpose without the approval of Council.
- (c) The affixing of the common seal will be attested by the signatures of two council members attending that meeting.

22. **CUSTODY AND INSPECTION OF BOOKS, ETC:**

- (a) Except as provided otherwise in these rules, all records, books, and other documents relating to AVP(NSW) will be kept in the custody of or under the control of the public officer.
- (b) The records, books, and other documents of AVP(NSW) will be available for inspection by council members, free of charge, at any reasonable time.

23. **SERVICE OF NOTICE:**

- (a) For the purposes of these rules, a notice may be served on a member either personally or through the post at the address provided by the member for the register of members.
- (b) When a properly addressed stamped and posted or delivered letter or document is sent to a member, that letter or document will have been properly served on that member at the time it would normally be delivered in the post, unless the contrary is proven.

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Appendix 1 (Rule 5(c))

ALTERNATIVES TO VIOLENCE PROJECT (NSW) Inc

Application for Council Membership

I, _____
(full name of applicant)

of _____

(address)

hereby accept the invitation and apply to become a full / co-opted member of the Council of the Alternatives to Violence Project (NSW) Inc.

I confirm that I have completed the following qualifying AVP workshops:-

Basic on _____ to _____ at _____

Advanced on _____ to _____ at _____

T4F on _____ to _____ at _____

I agree to be bound by the rules of the association for the time being in force.

(Signature of Applicant)

(Date)

I can be contacted on AVP matters
on the following phone numbers:-

Comments (Times, Days)

Home: (_____) _____ - _____

Work: (_____) _____ - _____

FAX : (_____) _____ - _____

Email: _____ @ _____

Appendix 2 (Rule 6(a))

ALTERNATIVES TO VIOLENCE PROJECT (NSW) Inc

Application for Associate Membership

I, _____
(full name of applicant)

of _____

(address)

hereby apply to become an associate member of the Alternatives to Violence Project (NSW) Inc.

I agree to be bound by the rules of the association for the time being in force.

(Signature of Applicant)

(Date)

I have the following interest(s) in AVP:-

- ☐ I have completed or attended an AVP workshop.
(please indicate level, date, venue of workshop(s))
- ☐ I wish to be a voluntary helper at AVP workshops.
- ☐ I wish to support AVP in its various activities.
(please indicate how you would like to support AVP)
- ☐ I have an interest in furthering the objectives of AVP.
(please indicate the nature of your interest)

Comments: _____

(continue on back if necessary)

I can be contacted on AVP matters
on the following phone numbers:-

Comments (Times, Days)

Home: (_____) _____ - _____

Work: (_____) _____ - _____

FAX : (_____) _____ - _____

Email: _____ @ _____

Appendix 3 (Rule 13(a))

ALTERNATIVES TO VIOLENCE PROJECT (NSW) Inc

Shared Leadership Within AVP

Leadership within AVP means the capacity to empower others.

Without a "team leader" to take ultimate responsibility for the workshop, we have to work hard to reach agreement on our goals and how we are to achieve them. We need clarity on who, how, when and where. We also need trust, cooperation, understanding and commitment. We need to work continuously on two different levels.

- (1) Building and maintaining community.
- (2) Reaching clarity of purpose and clarity in identifying problems that need attention. In AVP, we need clarity and efficiency to present workshops and insight to adapt our materials to the needs of each group.

Shared leadership only works well when all members in the group respect and trust each other, support each other, and work cooperatively.

"Leadership is also a willingness to think of the group as a whole and to offer some direction and influence in helping the group to meet its goals". (from Katrina Shields in "The Tiger's Mouth"). The ability to read the meeting or the ability to hear what people are really saying is also a very valuable gift.

Leadership can also be seen as accepting responsibility for a number of tasks which are vital to good group functioning and reaching set goals. Some group maintenance and awareness functions are:-

- (1) process and planning (eg. chair, convener, visioning, anticipating problems)
- (2) sharing skills and procedures
- (3) correspondence, keeping accounts
- (4) minute secretary / note taker
- (5) keeping workshops and meetings within time constraints
- (6) monitoring participation, emotions and feelings
- (7) supporting, encouraging and motivating
- (8) clarifying
- (9) questioning and appraising
- (10) anticipating problems and difficulties
- (11) LISTENING
- (12) mediation and conflict resolution skills
- (13) appreciating the objectives and culture of the group
- (14) summing up decisions / confirming agreements
- (15) evaluation of work completed
- (16) following up / completing tasks
- (17) celebration of achievement
- (18) welcoming visitors / newcomers and maintaining an inclusive culture

For AVP, we need some extra functions:-

- (19) prison liaison
- (20) materials for workshops and food
- (21) registrar (to coordinate workshop applications)
- (22) publicity / liaison

revised 18 Oct 95 Jan de Voogd (AVP(NSW))

Appendix 4 (Rule 14)

ALTERNATIVES TO VIOLENCE PROJECT (NSW) Inc

Conflict Resolution

Some of the exercises in the AVP manuals which deal with skills helpful in the resolution of conflict are listed hereunder. You will appreciate that each exercise may well deal with a number of skills, so this list is not exhaustive!

Manual Section

		VALUES THEORY and TRANSFORMING POWER
(Bas)	A-8	. Ground Rules (see Opening Talk)
(Bas)	C-4 to 5	. Team Building and the Team
(Bas)	B-1 to 7	. Transforming Power
(Adv)		. Carefronting exercise
(T4F)	E-23	PROCESSING
(T4F)	E-21	FEEDBACK
		LISTENING
(Bas)	C-10	. Where Words Come From, Background to Listening
(Bas)	C-7	. "rules" Listening Exercise
(Bas)	C-7	. Threshing Session
(Bas)	C-7	. Clearness
(Adv)	A-15	. Listening and Dialogue
(Adv)		. Active Listening (exercise)
(Adv)	A-20	. Role Playing
(Adv)		. Think and Listen
		ASSERTIVENESS
(Bas)+(Adv)		. I Messages
(Adv)		. Gotcha
		CONFLICT RESOLUTION
(Bas)+(Adv)		. I Messages
(Bas)	C-7	. Threshing Session
(Bas)	C-7	. Clearness
(Bas)	C-7	. Mediation
(Adv)		. Conflict Management (exercise)
(Adv)	C-26	. Force Field Analysis
(Bas)		. Six Point Problem Solving
(Adv)		. Six Point Problem Solving (Mediation)
